

AMERICA'S ARMY

The Force of Decision for Today, Tomorrow, and the 21st Century

Introduction

The primary mission of U.S. military forces has always been-and will continue to be-to protect the nation and its interests from direct threats and to deter, and if necessary, to fight and win the nation's wars. In conjunction with other Armed Forces, America's Army is the nation's force of decision, trained and ready to succeed across the full spectrum of military operations-from humanitarian assistance to peace operations to fighting and winning major regional conflicts. Whether conducting operations in support of national policy or participating in joint and multinational training exercises at home or abroad, American soldiers are the nation's standard-bearers throughout the world. The world recognizes the presence of America's Army as the most emphatic demonstration of strength and determination that the United States can make.

ARMY MISSIONS

- **PRESERVE THE PEACE AND SECURITY, AND PROVIDE FOR THE DEFENSE OF THE UNITED STATES, THE TERRITORIES, COMMONWEALTHS, AND POSSESSIONS, AND ANY AREAS OCCUPIED BY THE UNITED STATES.**
- **SUPPORT NATIONAL POLICIES.**
- **IMPLEMENT NATIONAL OBJECTIVES.**
- **OVERCOME ANY NATION RESPONSIBLE FOR AGGRESSIVE ACTS THAT IMPERIL THE PEACE AND SECURITY OF THE UNITED STATES.**

Consistent with the Government Performance and Results Act (GPRA) of 1993,

the Department of the Army has established the following six corporate-level goals that are critical to meeting the Administration's National Security Strategy:

- providing flexible, ready, and sustainable military forces capable of executing the National Security Strategy;
- recruiting and retaining well-qualified military and civilian personnel;

- sustaining and adapting security alliances and defense relationships;
- maintaining United States defense technological superiority;
- working closely and effectively with other United States government agencies, Congress, and the private sector; and
- employing modern management tools to eliminate unnecessary expenditures.

How has America's Army accomplished its mission and served the nation during the past fiscal year (FY)? This financial report describes the Army's missions and supporting structure, significant events of FY 1996, and the financial condition of the Army.

America's Army Today

From FY 1989 through FY 1996, the Army's buying power declined 39 percent in constant dollars. The Army's share of the Defense Department budget decreased from 26.9 percent to 24.8 percent. The active Army decreased in size from 18 divisions to 10; it is now only the eighth largest in the world. The reserve component decreased from 10 divisions to 8. Military personnel reductions total 448,000 (275,000 soldiers from the active Army, and 173,000 soldiers from the reserve component). During the same time period, the Army closed 89 bases in the United States and is in the final phase of closing 662 overseas.

Although smaller now than at any time since before World War II, today's Army is not just a smaller version of the "Cold War" Army. It is a power projection force, based primarily in the United States but capable of responding rapidly to threats against national interests virtually anywhere in the world.

Today's Army is being called upon for an increasing number, and increasing variety, of missions. Operations as diverse as counterdrug, noncombatant evacuation, nation assistance, and humanitarian and disaster relief are conducted by the Army. Operational deployments have increased significantly since 1989, and the soldier in an operational unit today deploys much more frequently away from home station and family. On any given day in FY 1996, more than 35,000 soldiers were deployed away from their home stations. The Implementation Force (IFOR) mission in Bosnia accounted for the majority of these deployments.

4 Overview

The Army fulfills many roles. It contributes greatly to preventing international conflict by maintaining a forward presence overseas (more than 100,000 soldiers and 28,000 civilians stationed in Europe, Panama, and the Pacific), controlling the proliferation of weapons of mass destruction, and strengthening military relationships with other nations.

The Army strengthens military relationships by building security alliances with new friends and strengthening relations with long-standing allies. The Army's military-to-military contact programs with new partners in Europe, the former Soviet republics, and other nations are important pieces of this effort. During FY 1996, the Army conducted peace enforcement and peacekeeping operations as part of Operation Joint Endeavor in Bosnia, Operation Able Sentry in Macedonia, and Multinational Force Observers in the Sinai and provided humanitarian and civic assistance during Operations Pacific Haven and Marathon Pacific. As a show of force to deter Iraqi aggression, the Army participated in Operations Intrinsic Action, Desert Falcon, and Desert Strike. In addition, the Army participated in a Noncombatant Evacuation Operation, Assure Response, in Liberia. The Army was also involved in overseas training exercises and operational deployments in Southwest Asia; training for Haitian National Police; ensuring a healthy and safe living area

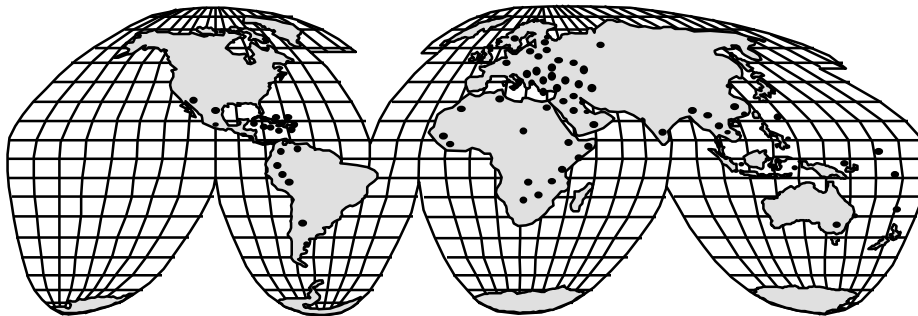
for Cuban migrants; and supporting the United Nations mission in Haiti, among others.

The Army also supports communities here at home. During FY 1996, American soldiers and civilians provided logistical and security assistance to the Summer Olympic Games and Paralympic Games in Atlanta; contributed logistical support and equipment in the aftermath of Hurricanes Bertha, Fran, Hortense, and Edouard; assisted local authorities in fighting wildfires in the West; aided flood victims in the South and Midwest; and provided support in the aftermath of the TWA Flight 800 tragedy. The Army continues to support the counterdrug activities of Federal, State, and local drug law enforcement agencies and provided health care to underserved populations in the United States through the National Guard's Medical Innovative Readiness Training, formerly known as Operation Guard Care.

Challenges of Today

The uncertainty, complexity, and unsettled nature of today's global environment portend a continuing need for a trained and ready, versatile, power projection Army, but it takes resources to maintain that Army. Resources define the readiness and capabilities of the force and, influence virtually every aspect of operations. Resources affect the number and

America's Army-Worldwide Commitment



September 21, 1996, was a typical day for America's Army. In addition to the 100,000 soldiers based outside the Continental United States, 31,142 soldiers were performing 1,337 missions in 80 countries; C Company, 1st Battalion, 504th Infantry was protecting the soldiers of the 864th Engineer Battalion as they reconstructed a hospital in Port-au-Prince, Haiti; 2-1 Air Defense Battalion, reinforced by two batteries of the 2-7 Air Defense Battalion, was providing air defense coverage in Saudi Arabia; the 3d Brigade, 1st Cavalry Division, was in the midst of a no-notice deployment of its 3,800 personnel to Kuwait as a show of force against Iraq; 19,900 soldiers were deployed in and around Bosnia in support of Operation Joint Endeavor; the 25th Infantry Division (light) had just deployed 180 soldiers to Guam to help with the resettlement efforts of Kurdish refugees from Iraq; and 60 soldiers were helping to monitor the demilitarized zone between Ecuador and Peru. Every day the nation calls upon the Army to provide a wide variety of capabilities in support of our international objectives. When the nation calls, no one asks if the Army is ready the nation expects the Army to be ready.

quality of soldiers and civilians, the pace of training, and the maintenance of equipment and facilities.

People - The Army's First Resource

Without question, the Army's most important resource is the soldiers and civilians that constitute the total force. Maintaining the quality of the force is one of the Army's highest priorities.

The Army continues to have great success in attracting and retaining high-quality soldiers and civilians. Today's soldiers are the best educated in our history. In FY 1996, the Active and Reserve Components achieved their quality and quantity goals for nonprior service recruits, 95 percent of whom possessed high school diplomas.

Also, the drop in young males enlisting in the Army has stabilized. The retention of quality

soldiers after their first term of service also continues a successful trend. For FY 1996, the Army accomplished 100 percent of its goal for initial term re-enlistment and 98 percent of its mid-career re-enlistment goal. This indicates that the future noncommissioned officers of the Army will remain as professional and capable as they are today. That notwithstanding, the future will present new challenges. Frequent deployments, promotion slowdowns resulting from budgetary constraints, and a perceived loss of quality of life have the potential to affect recruitment and retention adversely.

The effects of a massive, planned drawdown in personnel, coupled with a world not envisioned 7 years ago, has placed a great burden on the quality people serving our nation as soldiers and civilians. Force structure changes, base closings, early-out programs, and assignment priorities have caused turbulence throughout the ranks. During this difficult period, however, the soldiers and civilians of America's Army have surpassed all expectations with their dedication, energy, and flexibility in the face of all challenges.

It is important for all of us to understand that what we do is driven by the quality people in the Army. We are a total force of quality soldiers and civilians. We must be right-sized, right-shaped, and properly distributed to meet the National Military Strategy.

***General Dennis J. Reimer
Chief of Staff of the Army***

Reshaping Installations

Closing and realigning bases save money and opens up valuable assets to productive use in the private sector. The savings permit the Army to invest properly in the forces and bases it keeps to ensure continued effectiveness.

Fort Devens, MA, the last installation to close under Base Realignment and Closures (BRAC) 1991, lowered its flag in FY 1996. The closure of Vint Hill Farms Station in Virginia, the Army's only closure in BRAC 1993, will be complete by the end of FY 1997. Work is continuing on the 29 closures and 11 realignments approved by the 1995 BRAC Commission.

Savings from BRAC have begun to materialize. The Army is investing \$5.2 billion in four rounds of BRAC to realize \$1 billion in annual recurring savings in the form of reduced operating costs. In FY 1997, BRAC savings will begin to exceed the combined costs for all BRAC rounds. Of the total savings, \$1.7 billion is earmarked for construction and renovation of facilities that would not have been possible through the normal military construction program, an important, if not widely appreciated result of BRAC.

The extensive overseas closures do not receive the same level of public attention as those in the United States; although, about 7 of every 10 sites in Europe are closing, along with additional sites in Korea and Panama. Notwithstanding all the BRAC closures, the Army will retain sufficient installations overseas to support forward presence.

Modernization of the Force

American soldiers are the best equipped in the world. The Army's challenge is to maintain that status. Modernization is essential as the Army prepares to enter a new century. A smaller Army requires increased lethality and modern equipment. The Army's modernization plan, science and technology master plan, strategic logistics plan, and enterprise strategy describe the future force's overall characteristics and define its parameters, critical capabilities, key technologies, and advanced operational concepts. Six patterns of operation-project the force, sustain the force, protect the force, gain information dominance, shape the battlespace, and decisive operations-must be performed in all military operations and serve to focus the Army's efforts.

Scarce modernization dollars require the Army to buy a limited number of new weapon systems while extending the lives and improving the capabilities of existing systems. Following are just a few of the Army's major accomplishments in FY 1996:

- started fielding digitized control equipped M1A2/M2A3 to the combined arms team;
- first unit equipped with Javelin anti-tank missile; and
- first flight of Comanche prototype.

Limited modernization resources preclude large investments at this time. Upgrading proven weapons by adding information technology increases capabilities and utilization, but the Army will eventually reach the point where additional technological improvements of today's systems will provide only marginal benefits. New weapon systems and tactical truck fleets must be developed and procured for the future force. The modernization necessary to maintain the technological edge that allows the Army to dominate the battlefield can occur only with additional resources.

Challenges of Tomorrow

The Army's highest priority is to provide the nation with a thoroughly trained and ready force capable of executing the diverse missions required in a troubled world. When a crisis arises, the President will not ask if America's Army is ready. He will assume, and rightfully so, that the Army is ready to protect the nation's interests, wherever and whenever needed.

The Army's imperatives-quality people, warfighting doctrine, proper force mix, training, modern equipment, and leader development-when properly balanced based on affordability and risk, ensure a ready and versatile force capable of delivering decisive victory. The Army's senior leadership is addressing readiness by adhering to these historically proven imperatives. However, maintaining a ready force requires a joint effort from the Army, DOD, the Executive Branch, and Congress. Stability in personnel, quality of life, force structure, and funding is essential to maintaining a trained and ready force.

Constrained resources constitute the Army's toughest challenge. The Army recognizes that resources are in demand throughout government and must be used wisely, but America's Army must have sufficient quality and size to deter potential adversaries and meet operational commitments. To prepare for the resource challenges of tomorrow, the Army is aggressively implementing the Chief Financial Officers Act (CFO) of 1990, as amended by the Government Management Reform Act (GMRA) of 1994. These laws were enacted to bring more effective financial management to the Federal Government. Also, there is an aggressive, ongoing Army-wide effort to drive down the cost of doing business. Motivated by the National Performance Review (NPR), the Army is implementing policies designated to make the government work better and cost less. It is shifting from rules to results, garnering constrained resource for reinvestment in

modernization, re-engineering and revitalizing Army business practices, insisting on customer satisfaction, decentralizing authority, and focusing on core missions-while retaining the Army as a viable instrument of national policy.

21st Century Force of Decision

The world environment tells us that the Army's mission requirements will remain robust as we enter the 21st century. Tomorrow's adversaries will no doubt be similar to those we face today. The frightening images of terrorism; narco-trafficking; ethnic cleansing; clan murders; and resurgent, competitive nationalism will ensure that the global environment remains volatile. The Army is moving today to conceive, shape, test, and field a force prepared to meet the coming challenges. America's 21st Century Army (Army XXI) will be a capabilities-based, technologically enhanced, power projection force, capable of providing the nation with full-spectrum dominance.

Army XXI will be the versatile Army with the capabilities America will need in the next century. This new and unique fighting force will be an improved version of today's Army. Leveraged with high-quality people and information technology, Army XXI will win the nation's wars, establish order, prevent conflict, and sustain operations as long as required. The ability to compel, deter, reassure, and support will be the essential capabilities of the 21st Century Force of Decision.

Army After Next

As the Army looks into the 21st century, there is a real opportunity for a revolution in military affairs. It has already begun to understand the complexities and opportunities of this new era. Armed with the lessons of Army XXI and complemented by the

technology explosion of the information age, the Army envisions an entirely different force, logistically unencumbered with greater lethality, versatility, and strategic and operational mobility. The Army has begun to call this force the Army After Next.

I am convinced that we are on the right track to building the Army of the 21st century, but the outcome is not preordained. We must work smarter. We must protect our core competencies, our quality of soldiers and civilians, and our values. We must maintain the balance between readiness, quality of life, and modernization. We must have stability. We must shift resources from Cold War to post-Cold War requirements and capabilities. We must be willing to take risks. We have a window of opportunity that must be exploited. In creating its 21st century future and in changing to meet its demands, the institution of the Army must be flexible, agile, and responsive...

General Dennis J. Reimer
Chief of Staff of the Army



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